



The Cleaning Industry NTO

# 'GETTING IT RIGHT'

## Using the National Occupational Standards for recruitment and appraisal



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**The Cleaning Industry NTO**

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# Acknowledgements

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Thanks to all of the colleagues in the Cleaning Industry who contributed to focus group discussions and offered recommendations for material to be included in this document.

## Performance appraisal for cleaners

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More often than not cleaners do not get the chance to find out how they are doing in the job. They may get isolated feedback on poor/good performance but rarely get a chance to say how they feel, how they are doing and receive constructive feedback. Considering some 80% of the cost of cleaning is people, it is an expensive decision/oversight not to appraise particularly since it may well improve performance and reduce staff turnover.

Performance appraisal (PA) is an ongoing communication process between an employee/team and their immediate supervisor. It should be organised with advanced warning. It should be done at least once a year and feedback should be given in writing. Where the nature of employment is likely to be very short term, yearly may not be appropriate, however the policy should take into account the nature of cleaning work and cleaners terms and conditions of service.

If an appraisal after three - six months has the effect of reducing staff loss by even a small % it will have been worthwhile.

There are no rules that say appraisal must be done on a one to one basis. Team appraisals can equally be carried out, however, in each case the focus is different. If an individual is to be appraised then we can explore their personal situation and response to the job. For a team appraisal we must consider what the team is supposed to do and how it is performing collectively.

There are no rules that say how long it must last. For it to be effective however, it must gather a critical amount of information, and this may take 15 -30 minutes.

One of the first steps in an appraisal is to clarify the job description and responsibilities. **THIS COULD NOT BE SIMPLER USING THE CLEANING INDUSTRY NATIONAL OCCUPATIONAL STANDARDS.** These are the nationally accepted benchmark of competence in the Cleaning Industry.

Cleaners will want to know:

- What am I expected to do
- How well am I doing
- What do I do well or not so well
- How can I do the job better
- How can I contribute more

Employers will also know that other uses of appraisals include:

- Basis for reward/incentives
- Basis for training and development
- Basis for managing change
- Basis for further recruitment/reduction in workforce
- Basis for setting revised targets for the coming year

It will work if there is a policy on appraisal, which states that as a minimum it will be annual and in writing.

It will work if the policy is communicated and enacted.

It will work if there is motivation/compulsion to do it. This will be helped if it is:

- Easy to operate
- Easy to maintain
- Easy to explain
- Easy to administer

By the same token it must also be acceptable to the workforce which will be helped if it is seen to be:

- Fair
- Understandable
- Relevant
- Job related
- Practical
- Open/transparent

- Reliable
- Useful
- Accessible

Cleaners will not like appraisal when:

- They are unaware that its going to happen
- It makes them feel uncomfortable, worried or frightened
- They feel isolated or vulnerable
- They are less certain of where they stand after the appraisal
- They do not know why it was done or how it will be used

Cleaners can expect the following from an appraisal:

- Notice of appraisal giving details of where, when and with whom.
- A record in writing confirming it took place
- Agreement of the points that were covered
- Comments on the issues that were addressed
- An action plan of things to be done by whom and by when.

**The CINTO staff Appraisal System is the only system to be based on the National Occupational Standards. It is easy to use and provides clear logical outcomes and actions which can be used. It is practical, focused and effective in achieving its goals.**

The following document gives you the opportunity to appraise cleaners and map their progress towards achieving the national standard set by industry.



## CINTO APPRAISAL AGAINST THE NATIONAL OCCUPATIONAL STANDARDS FOR CLEANING AND SUPPORT SERVICES

Name
Employee number
Job Title
Responsibilities

Date time and place of appraisal:

Person carrying out appraisal:

**Appraisal rating key**

- x = unsatisfactory
- / = satisfactory in part
- ✓ = satisfactory and competent
- ✓✓ = competent and skilled

<b>To be appraised</b>	
<b>Common skills</b>	
Present a positive personal image	
Carry out your duties as instructed	
Maintain the security of premises where you work and their contents	
Identify the hazards and evaluate the risks in your workplace	
Reduce the risks to health and safety in your workplace	
Maintain good working relationships with other staff	
Develop yourself in your career	
<b>Technical skills</b>	

<b><i>Present a positive personal image</i></b>
1. make sure your appearance <sup>1</sup> , behaviour and personal hygiene meet your employer's standards
2. wear personal protective equipment when it is needed
3. deal with customers and members of the public in a way that encourages trust and goodwill to you and your employer
4. provide help to customers and members of the public within the limits of your job role
5. only provide authorised and up-to-date <b>information</b> to other people.

x	/	✓	✓✓

Comments

Employee
Employer

Action	By whom	By when

<b><i>Carry out your duties as instructed</i></b>
1. carry out your work according to the work schedules given to you by your supervisor
2. use equipment, materials and work methods that are right for the job you have to do
3. prepare, carry out and complete the job you have to do in the right order dealing correctly with any problems you may have
4. report any problems that you cannot deal with yourself to the <b>appropriate person</b> and ask for their advice
5. leave work area in the condition that your supervisor expects
6. promptly give your supervisor the information they need to have

x	/	✓	✓✓

Comments

Employee
Employer

Action	By whom	By when

**Maintain the security of the premises where you work and their contents**

1. follow the instructions and procedures for entering and leaving the **premises** where you work
2. report suspicious people and packages to the appropriate person
3. report breaches of security and situations that could cause a breach of security to the appropriate person
4. not give anyone information about the premises they are not supposed to have
5. return the equipment and materials you have used to the correct area and make sure they are safe and secure

x	/	✓	✓✓

Comments

Employee

Employer

Action	By whom	By when

**Identify the hazards and evaluate the risks in your workplace**

1. correctly name and locate the persons responsible for health and safety in your workplace
2. identify which workplace policies are relevant to your working practices
3. identify those working practices in any part of your job role which could harm yourself or other persons
4. identify those aspects of the workplace which could harm yourself or others
5. decide which of the potentially harmful aspects of the workplace are those with the highest **risk** to you or others
6. report those hazards with a high **risk** to the persons responsible for health and safety in the workplace
7. deal with those hazards with low **risks** following workplace policies and legal requirements

x	/	✓	✓✓

Comments

Employee
Employer

Action	By whom	By when

**Reduce the risks to health and safety in your workplace**

1. carry out your working practices in accordance with legal requirements
2. follow the most recent **workplace policies** for your job role
3. put right those health and safety risks that you are able to within the scope of your job responsibilities
4. pass on any suggestions for reducing risks to health and safety within your job role to the responsible persons
5. make sure your personal conduct in the workplace does not endanger the health and safety of yourself or others
6. follow the **workplace policies** and suppliers' or manufacturers' instructions for the safe use of equipment, materials and products
7. report any differences between **workplace policies** and suppliers' or manufacturers' instructions as appropriate
8. make sure your personal presentation at work
  - ◆ ensures the health and safety of yourself and others
  - ◆ meets any legal duties
  - ◆ is in accordance with **workplace policies**

x	/	✓	✓✓

Comments

Employee
Employer

Action	By whom	By when

<b>Maintain good working relationships with other staff</b>
1. deal with requests from <b>other members of staff</b> promptly
2. give <b>other members of staff</b> the information they need when they need it
3. give <b>other members of staff</b> help when they need it within the limits of your job role
4. ask for help from <b>other members of staff</b> when you need it
5. handle disagreements with <b>other members of staff</b> in a way that does not harm the work of the team or the reputation of the organisation
6. report disagreements <b>with other members of staff</b> that you cannot handle to your supervisor or other manager

x	/	✓	✓✓

Comments

Employee
Employer

Action	By whom	By when

<b><i>Develop yourself in your career</i></b>
1. co-operate with your supervisor to agree <b>areas</b> where you could develop yourself further
2. agree targets for your development with your supervisor that you can achieve
3. agree with your supervisor how much time and support you will need to achieve these targets
4. take part in <b>activities</b> to develop yourself
5. regularly check your progress with your supervisor
6. ask for and use feedback on your performance from your supervisor and colleagues
7. use this feedback to develop yourself further

x	/	✓	✓✓

Comments

Employee
Employer

Action	By whom	By when

<b>Technical skills to be appraised</b>
1. Selection of appropriate equipment and materials
2. Safety and maintenance checking of equipment and materials
3. Systematic approach to planning cleaning
4. Safe and competent performance of cleaning using materials selected
5. Achievement of satisfactory cleaning and reinstatement of area for use
6. Satisfactory maintenance and cleaning of equipment and materials
7. Competent disposal of soil and waste cleaning agents
8. Competent storage of equipment and materials
9. Effective monitoring and maintenance/reporting of stock levels

x	/	✓	✓✓

Comments

Employee
Employer

Action	By whom	By when

# Recruitment procedures for cleaners

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Recruitment procedures are one of the most important procedures you will undertake in the employment of a new cleaner. Cleaning staff are your main assets and the means by which your company or organisation will be judged. Recruitment and retention of staff present a real challenge for the cleaning industry. The turnover rate is too high, takes up too much time, and is therefore too costly.

Taking care to recruit the best people for the job, and the savings that can be made by not constantly looking for new staff, are well worth the effort of getting it right first time. Using the National Occupational Standards as your template for devising the tasks you want to have carried out can help to clarify what staff are expected to do.

There are however, other elements to recruitment that cannot be ignored, and alongside measurement against the standards you should have in place

- Job descriptions and person specifications for the vacancies you want to fill
- A clear idea of the market rate for the job which reflects the (local) economy and the level of skills required
- A decision on what qualifications, if any, you want staff either to have or to acquire
- A plan for where you want to advertise the vacancies
- An outline for an induction programme to smoothly integrate new recruits into the organisation.

Effective recruitment will impact on:

- Advertising
- Interviewing
- Payroll administration
- Induction training
- Ongoing training
- Standards and quality
- Existing staff, including those covering
- Customer opinion

- Company credibility

## **GUESTIMATE EQUIVALENT TO 6 MONTHS PAYROLL**

There are National Occupational Standards for a variety of tasks in the cleaning industry, and the job you want to fill will determine which skills, knowledge or attitudes you want to measure candidates against. As well as the tasks that have specific requirements, there are a number of core units, which are relevant right across the board. The standards can be considered against either Level 1 (daily routine) and/or Level 2 (periodic) depending on the subject area.

You may want to decide how to find evidence that a candidate can do the job you want them to, and this can be done in a number of ways e.g. from the application form or letter, in an interview, through references or by testing the candidate.

The following document can be used during the recruitment procedure to record the evidence source, by which a candidate's skills can be mapped to the national standard set by industry. It can also help to identify any training development needs to be included at induction training.



## MEASUREMENT OF RECRUITMENT PROCEDURES USING THE NATIONAL OCCUPATIONAL STANDARDS FOR CLEANING AND SUPPORT SERVICES

Candidate Name
Job Title
Responsibilities

Date time and place of recruitment interview:

Person(s) carrying out interview:

<u>Evidence key</u>	<u>Evidence source key</u>
x = unsatisfactory / = satisfactory in part ✓ = satisfactory and competent ✓✓ = competent and skilled	A = Application form or letter I = Interview R = References T = Test

<b>Common skills to be appraised</b>	<b>Evidence key</b>	<b>Source of evidence</b>
Present a positive personal image		
Carry out your duties as instructed		
Maintain the security of premises where you work and their contents		
Identify the hazards and evaluate the risks in your workplace		
Reduce the risks to health and safety in your workplace		
Maintain good working relationships with other staff		
Develop yourself in your career		

<b><i>Present a positive personal image</i></b>	x	/	✓	✓ ✓	<b><i>Evidence source key</i></b>
1. make sure your appearance <sup>1</sup> , behaviour and personal hygiene meet your employer's standards					
2. wear personal protective equipment when it is needed					
3. deal with customers and members of the public in a way that encourages trust and goodwill to you and your employer					
4. provide help to customers and members of the public within the limits of your job role					
5. only provide authorised and up-to-date <b>information</b> to other people.					

Comments - Degree to which candidate meets requirements

Training Development Needs Identified	By whom	By when

<b><i>Carry out your duties as instructed</i></b>	<b>x</b>	<b>/</b>	<b>✓</b>	<b>✓ ✓</b>	<b>Evidence source key</b>
1. carry out your work according to the work schedules given to you by your supervisor					
2. use equipment, materials and work methods that are right for the job you have to do					
3. prepare, carry out and complete the job you have to do in the right order dealing correctly with any problems you may have					
4. report any problems that you cannot deal with yourself to the <b>appropriate person</b> and ask for their advice					
5. leave work area in the condition that your supervisor expects					
6. promptly give your supervisor the information they need to have					

Comments - Degree to which candidate meets requirements

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Training Development Needs Identified	By whom	By when

<b>Maintain the security of the premises where you work and their contents</b>	x	/	✓	✓ ✓	<b>Evidence source key</b>
1. follow the instructions and procedures for entering and leaving the <b>premises</b> where you work					
2. report suspicious people and packages to the appropriate person					
3. report breaches of security and situations that could cause a breach of security to the appropriate person					
4. not give anyone information about the premises they are not supposed to have					
5. return the equipment and materials you have used to the correct area and make sure they are safe and secure					

Comments - Degree to which candidate meets requirements

Training Development Needs Identified	By whom	By when

<b>Identify the hazards and evaluate the risks in your workplace</b>	<b>x</b>	<b>/</b>	<b>✓</b>	<b>✓ ✓</b>	<b>Evidence source key</b>
1. correctly name and locate the persons responsible for health and safety in your workplace					
2. identify which workplace policies are relevant to your working practices					
3. identify those working practices in any part of your job role which could harm yourself or other persons					
4. identify those aspects of the workplace which could harm yourself or others					
5. decide which of the potentially harmful aspects of the workplace are those with the highest <b>risk</b> to you or others					
6. report those hazards with a high <b>risk</b> to the persons responsible for health and safety in the workplace					
7. deal with those hazards with low <b>risks</b> following workplace policies and legal requirements					

Comments - Degree to which candidate meets requirements

Training Development Needs Identified	By whom	By when

<b>Reduce the risks to health and safety in your workplace</b>	<b>x</b>	<b>/</b>	<b>✓</b>	<b>✓ ✓</b>	<b>Evidence source key</b>
1. carry out your working practices in accordance with legal requirements					
2. follow the most recent <b>workplace policies</b> for your job role					
3. put right those health and safety risks that you are able to within the scope of your job responsibilities					
4. pass on any suggestions for reducing risks to health and safety within your job role to the responsible persons					
5. make sure your personal conduct in the workplace does not endanger the health and safety of yourself or others					
6. follow the <b>workplace policies</b> and suppliers' or manufacturers' instructions for the safe use of equipment, materials and products					
7. report any differences between <b>workplace policies</b> and suppliers' or manufacturers' instructions as appropriate					
8. make sure your personal presentation at work ◆ ensures the health and safety of yourself and others ◆ meets any legal duties ◆ is in accordance with <b>workplace policies</b>					

Comments - Degree to which candidate meets requirements

Training Development Needs Identified	By whom	By when

<b>Maintain good working relationships with other staff</b>	x	/	✓	✓ ✓	<b>Evidence source key</b>
1. deal with requests from <b>other members of staff</b> promptly					
2. give <b>other members of staff</b> the information they need when they need it					
3. give <b>other members of staff</b> help when they need it within the limits of your job role					
4. ask for help from <b>other members of staff</b> when you need it					
5. handle disagreements with <b>other members of staff</b> in a way that does not harm the work of the team or the reputation of the organisation					
6. report disagreements <b>with other members of staff</b> that you cannot handle to your supervisor or other manager					

Comments - Degree to which candidate meets requirements

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Training Development Needs Identified	By whom	By when

<b><i>Develop yourself in your career</i></b>	<b>x</b>	<b>/</b>	<b>✓</b>	<b>✓ ✓</b>	<b>Evidence source key</b>
1. co-operate with your supervisor to agree <b>areas</b> where you could develop yourself further					
2. agree targets for your development with your supervisor that you can achieve					
3. agree with your supervisor how much time and support you will need to achieve these targets					
4. take part in <b>activities</b> to develop yourself					
5. regularly check your progress with your supervisor					
6. ask for and use feedback on your performance from your supervisor and colleagues					
7. use this feedback to develop yourself further					

Comments - Degree to which candidate meets requirements

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Training Development Needs Identified	By whom	By when

<b>Technical skills to be appraised</b>	<b>x</b>	<b>/</b>	<b>✓</b>	<b>✓ ✓</b>	<b>Evidence source key</b>
1. Selection of appropriate equipment and materials					
2. Safety and maintenance checking of equipment and materials					
3. Systematic approach to planning cleaning					
4. Safe and competent performance of cleaning using materials selected					
5. Achievement of satisfactory cleaning and reinstatement of area for use					
6. Satisfactory maintenance and cleaning of equipment and materials					
7. Competent disposal of soil and waste cleaning agents					
8. Competent storage of equipment and materials					
9. Effective monitoring and maintenance/reporting of stock levels					

Comments - Degree to which candidate meets requirements

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Training Development Needs Identified	By whom	By when

